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ACTION IO-13

INFO OCT-01 AF-08 EUR-12 ISO-00 AID-05 EB-07 SIG-01

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TRSE-00 SP-02 H-02 COME-00 AGR-05 INT-05 /081 W

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R 301530Z APR 76

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E.O. 11652: N/A

TAGS: CERP 008:

SUBJECT: EVALUATION OF UN ASSISTANCE PROGRAMS

REF: STATE 72386

1. BEGIN SUMMARY - UNDP CONTINUES EXERT MAJOR POSITIVE
IMPACT ON DEVELOPMENT ASSISTANCE RWANDA. PROGRAMS IN MOST
CASES COMPLEMENT THOSE OTHER DONORS. UNDP RESREP EFFECTIVE
AND CONTROLS ALL UN ACTIVITIES (WITH OCCASIONAL DIFFICULTY).

UNDP FINANCIAL CRISIS EXERTING MAJOR CONSTRAINT ON CON-

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TINUED UN EFFECTIVENESS REANDA WITH 76 PROGRAM LEVELS

EXPECTED DECLINE BY 56 PERCENT. END SUMMARY

2. ROLE UNDP RESREP - RESREP COMPLETING SECOND YEAR IN RWANDA AND REGARDED BY GOR AND OTHER DONRS AS COORDINATOR ALL UN ACTIVITIES (WHO AND UNHCR REPRESENTED SEPARATELY AND PROTOCOL JEALOUSIES ARISE OCCASIONALLY). RESREP HAS MASTERED JOB AND EMB REGARDS HIM AS AN EFFECTIVE UNDP ADMINISTRATOR. WHILE PERSONAL RELATIONSHIP WITH GOR APPEARS GOOD IF NOT CLOSE, THERE HAVE BEEN INDICATIONS OF INTERNAL UNDP MANAGEMENT DIFFICULTIES OCCASIONED BY PERSONALITY CONFLICTS AMONG UN FIELD AGENCIES. UNDP/IBRD ACTIVITIES WELL COORDINATED IN FIELD, WITH OCCASIONAL COMPLEMENTARY PROJECTS (IBRD ROAD CONSTRUCTION/UNDP ROAD MAINTENANCE). ASSISTANT RESREP NOTED COORDINATION BY TWO ORGANIZATIONS EXCELLENT IN FIELDS SUCH AS EDUCATION, WHILE SIGNIFICANT DIFFERENCES EXIST IN ROAD CONSTRUCTION/MAINTENANCE WITH UN BELIEVING BANK PROJECT POORLY MANAGED AND TOO EXPENSIVE. WITH EXCEPTION WHO/ UNHCR REPS, ALL UN PERSONNEL ATTACHED RESREP STAFF. APPX. 30 PERCENT UN EXPERTS ASSIGNED VARIOUS GOR MINISTRIES, E.G., MINERALS RESEARCH AND ILO, AND THERE APPEAR TO BE NO DIFFICULTIES COORDINATION OR SUBORDINATION WITH THIS ARRANGEMENT.

3. COORDINATION EXTERNAL TECHNICAL ASSISTANCE - NO FORMAL MECHANISM CURRENTLY EXISTS FOR MULTILATERAL OR BILATERAL COORDINATION. WITH EMB PRODDING, RESREP ARRANGING DONOR ROUND-TABLE TO CONVENE IN LATE 1976. RESREP WAS CHAIRMAN INTERNATIONAL DONOR COMMITTEE DURING RWANDA FOOD SHORTAGE 1974-75 AND WAS HIGHLY EFFECTIVE IN COORDINATING APPX. 22,000 TONS RELIEF FOOD SHIPMENTS AND DOLS 1.3 MILLION CASH CONTRIBUTIONS (SEE KIGALI TOAID/ W-1 OF 1/23/76 -- US AMB TO RWANDA ALSO FORMALLY COMMENDED HIM FOR HIS EFFORTS). GOR PREVIOUSLY RELUCTANT ENDORSE CONCEPT DONOR COORDINATION IN FEAR OVERALL REDUCTION AID LEVELS, BUT EMERGENCY COMMITTEE'S SUCCESS LED GOR TO BACK PROPOSED ROUND-TABLE.

4. FINANCIAL RESTRAINTS - UNDP AUSTERITY MEASURES LATE FALL 75 HAVE SERIOUSLY AFFECTED PROGRAM. ORIGINAL 1976 LIMITED OFFICIAL USE
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PROGRAM LEVEL SET AT DOLS. 7.8 MILLION, BUT REVISED 76 PROGRAM, REFLECTING BUDGET CUTS, NOW STANDS AT DOLS. 3.6 MILLION FOR A REDUCTION OF 55.8 PERCENT. ELEVEN PROJECTS POSTPONED OR CANCELLED, THREE OTHERS NOW
O
SCHEDULED FOR TERMINATION END 1976 AND 12 UNDP EXPERTS BEING TERMINATED. PROJECT REVISIONS CARRIED OUT IN PAINED CONSULTATION GOR WHICH OPTED FOR GRANTING PRIORITY TO THOSE PROJECTS PROVIDING POSSIBLE QUICK ECONOMIC RETURN, E.G., MINERALS RESEARCH, PYRETHRUM EXTRACTING

PLANT, TANNERY, AND VEGETABLE EXPORTS. UNFORTUNATELY, PROJECTS OF EVEN GREATER LONG-TERM INVESTMENT IMPORTANCE, G.G., AGRUCULTURAL EXTENSION, SOIL CONSERVATION, AND INTEGRATED RURAL DEVELOPMENT, GIVEN LESS PRIORITY AND SCHEDULED TO BE DROPPED. UN PLANNING FIGURES PROJECT DOLS. 19.75 MILLION FOR ENTIRE SECOND CYCLE. HOWEVER, IT HOPED THAT BUDGET WILL BE INCREASED AT MEETING NEXT GOVERNING COUNCIL IN ORDER PERMIT HIGHER LEVEL 1977 EXPENDITURES. COUNTRY PROGRAMMING PLAN SECOND CYCLE NOW DUE COMPLETION JUNE 1977 UNDERGOING MAJOR REVISION IN ORDER ATTEMPT RECOVER GOUND LOST DURING 76 AUSTERITY PROGRAM. EMB WILL COMMENT FURTHER ON THIS PROBLEM BY SEPTTEL.

5. COUNTRY PROGRAMMING - PREOCCUPATION WITH REVISING 76 PROJECTS IN ORDER MEET AUSTERITY BUDGET RESPONSIBLE FOR SLIPPAGE COMPLETION OF 77-81 COUNTRY PROGRAM TO JUNE 1977. SINCE PLAN EXPECTED CONCENTRATE HEAVILY ON AGRICULTURAL SECTOR, FAO MISSION EXPECTED LATER THIS YEAR PARTICIPATE IN PREPARATION. UN STATES IT DISCOURAGING ARRIVAL OTHER MISSIONS IN ORDER NOT AROUSE GOR HOPES NEW PROGRAMS IN VIEW FINANCIAL RESTRAINTS. DONOR ROUND-TABLE EXPECTED PROVIDE ADDITIONAL INPUTS COUNTRY PROGRAM.

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6. PROJECT EVALUATION - RESREP BELIEVES TRIPARTITE REVIEW SYSTEM EFFECTIVE IN OVERALL PROJECT EVALUATION AND PARTICULARLY AS INSTRUMENT FOR PROVIDING GOR WITH AWARENESS OF DIFFICULTIES PROJECT MANAGEMENT. MAJOR PROBLEMS HAVE BEEN LACK OF SUITABLE COUNTERPARTS TO WORK WITH UN EXPERTS. TRIPARTITE SYSTEM HAS NOT RESULTED IN ELIMINATION ANY PROJECTS AS NONE HAS BEEN JUDGED MARGINAL. ASIDE FROM QUALITY COUNTERPART PERSONNEL AND OCCASIONAL BUDGETARY PROBLEMS REDUCING GOR COUNTERPART CONTRIBUTIONS, UN STATES THERE FEW DIFFICULTIES WITH GOR OVER PROJECT MANAGEMENT.

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7. APPRAISAL OF PROPOSED PROJECTS - EMB CONTINUES BE UNSUCCESSFUL RPT UNSUCCESSFUL IN RECEIVING PROPOSED PROJECTS FROM UNDP FOR EVALUATION PRIOR THEIR IMPLEMENTATION. ASSISTANT RESREP UNAWARE ANY OBLIGATION CONSULT EMB ON PROPOSED PROJECTS. PREVIOUS REPORT THIS SERIES (75 KIGALI 231) REQUESTED THAT UNDP PROVIDE INSTRUCTIONS RESREP THIS REGARD.

8. WOMEN IN DEVELOPMENT - ONE OF MAJOR PROJECTS WITH IMPACT ON WOMEN, AGRICULTURAL EXTENSION, QBEING CURTAILED BECAUSE OF BUDGETARY CONSTRAINTS, UNDP NOTES THAT WHILE THERE SOME INCREASE IN NUMBER OF WOMEN IN GOR MANAGEMENT POSITIONS, IT STILL HESITANT PRESENT CONDICACY WOMAN TO GOR AS MAJOR PROJECT DIRECTOR. RWANDAN CULTURAL FACTORS INHIBIT MAJOR ROLE BY WOMEN, ALTHOUGH THERE ARE SOME EFFORTS (INCLUDING INITIATION BY GOR PRESIDENT) TO CHANGE TRADITIONAL ATTITUDES.

9. REGRET THIS REPORT DELAYED BY ABSENCE KEY OFFICERS ON TDY SECRETARY'S AFRICAN TRIP. FRITTS

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